



**Corporate Training Services
Business Line**

FISCAL YEAR 2008 – 2012 PLAN

April 2008

INTRODUCTION

The Corporate Training Services Business Line affords employees Department-wide access to a wide variety of quality, cost effective training in both classroom and web-based formats. The Department of Energy (DOE) is challenged with training its employees and cultivating a cost effective environment where employees can have access to training that meets mission, organization, and individual learning needs.

VISION

The vision of the Corporate Training Services Business Line is to provide services through the OLC² that will provide the entire DOE community with needs based, technology enriched, learning and development opportunities through implementation of efficient and effective blended e-learning strategies and affordable solutions and improving learning outcomes while reducing costs.

The classroom delivered training is offered through the Professional Skills Training Program curriculum that is designed and developed to address specific functional skills needs as identified in various internal and external audit reports; e.g. GAO, OMB, and other external organizational reports. The DOE Online Learning Center² (OLC²) is a learning management system that provides 24/7 access for DOE employees to a wide variety of Department specific and commercial- off-the shelf (COTS) web-based courseware.

BUSINESS DESCRIPTION

The CTS Training Delivery and Services (TDS) and the OLC² learning management system services are offered to customers Department-wide.

The Professional Skills and Technical Training Program is responsible for the design, development, and delivery of competency-based courses meeting critical skill development needs in Project Management, Program Management, Acquisition and Assistance Management, Continuing Education and Interdisciplinary Skills. Program offerings include modular course design, and customized, just-in-time training, for on-site and centralized delivery. The Professional Skills and Technical Training Program is supported by a performance-based contract for training delivery and ancillary services; available at a "best value," competitively set, fixed price. In addition to course offerings, a variety of ancillary support services are provided to DOE organizations. These services include program management, administrative support, training needs assessments, competency development, training and development business plans, and evaluation activities.

The OLC² is a commercial, web-based network, populated with DOE custom courses and commercial off-the-shelf (COTS) courses, that provides 24/7 access to online learning and training where ever the internet is available. The OLC² is designed to benefit a number of different training requirements including Departmental mandatory training,

professional and personal development, reinforcement and continuous learning. DOE's custom online learning center² course offerings consist of over 3000 self-paced business, management, leadership, engineering, technical, safety and information technology curriculum. The Department's OLC² Program's "Enterprise Subscription" affords all DOE federal employees access to complete course library content. The OLC² also has the capability for programs to develop mission specific courseware content, for example, mandated ethics and security training using the Learning Content Management System (LCMS) module. In addition to online learning, the OLC² offers other training related functions that include an Administration function allowing the User to set goals, plan curriculum, have access to a range of helpful guides, and help manage and track their personal training history. The newly implemented 5.8 upgrade to the OLC² has been structured with a new look and enhanced functionality and features to meet DOE's training, user, customer service and information technology security needs.

ACCOMPLISHMENTS FY 2007:

- Managed 35 sessions of the Performance Management workshop in partnership with The Office of HCM Employee and Labor Relations Division to meet a September 30, 2007 requirements deadline. These sessions provided training to nearly 1000 managers and employees to date.
- Delivered 91 courses in FY'07 from our master Professional Skills and Technical Training Contract with Colleague Consulting.
- Developed five new course deliveries using the existing DOE Professional Skills and Technical Training Contract with Colleague Consulting.
- Developed and deployed the following 3 mission supportive courses in the OLC²:
 - the Homeland Security Presidential Directive - 12 Personnel Identification Verification (HSPD-12 PIV), launching 6 training modules for over 1200 Users;
 - the Personnel Security Awareness Briefing training course in support of the Secretary of Energy Security Task Force; and
 - the 2007 Annual Ethics Training for 5000 Users in support of the Office of Health, Safety and Security.
- Established the Consolidated, a newly restructured Skillsoft/NETg catalog of over 3000 self-paced courses offering a DOE-wide Enterprise Subscription for all DOE federal employees.
- Deployed the Learning Content Management System (LCMS) for DOE mission focused course development and online delivery.

ENVIRONMENT, COMPETITIVE ANALYSIS, AND CUSTOMER NEEDS

This business is part of the larger Human Capital effort at training DOE employees across the complex. The Office of HCM Innovations and Solutions coordinates with training and other human capital professionals in the program offices to evaluate training and other developmental needs of DOE employees. In addition to specialized highly technical requirements, the Department shares professional skills and professional development requirements with all federal agencies. Under the leadership of the Office

of Personnel Management and other regulatory and oversight Government Organizations, DOE participates in government-wide training and development programs.

The Corporate Training Services represents a very small part of the total training budget for the DOE. This is due to several factors including the highly technical nature of the Department's programs, the diverse locations across the nation, certification programs, the individual needs of a large population, and schedule constraints. These factors often require individual training opportunities tailored directly to the individual needs of the employee. However, despite these constraints, the DOE training community has identified course content that has broad appeal and meets the needs of a large share of the DOE professional staff. Much of this curriculum has been developed with DOE specific examples and applications which makes these classes competitive with the service offerings of many "inside the beltway" training providers.

Program Managers continue to meet with program training and other human capital professionals to develop new content and update the content of existing courses. One measure of our success is the number of attendees to these courses.

ECONOMIC ANALYSIS:

Training Development Services: TDS provides classroom instruction for professional skills. This instruction is contracted out to a specialized instructor using curriculum that has either been developed under contract with the DOE or proprietary to the contractor providing the training. Costs are usually fixed with the instance of the course, but revenue is affected by the number of DOE participants in the training.

For this reason, an individual course offering can be profitable if attendance is high and unprofitable if attendance is low. The break-even is usually around fourteen participants per class. It is for this reason that popular, valued, classes need to be emphasized and classes with low attendance should be eliminated, or if absolutely required, expected to be subsidized.

Because class offerings become obsolete and training requirements are dynamic, old courses must be revised and new courses developed. The cost for this development must be recovered from the revenue derived from class participation. The WCF Board made an initial investment of \$150 k in FY 2006 for course development. Profits from courses are expected to pay back this investment and provide capital for future course development.

Working Capital Fund Corporate Training Services Business Plan

FY 2006 (\$ thousands)

Pricing Segment	Overhead			Direct		Subtotal	Percent of Costs				
	Federal FTE	Related Exp	Other Mgt	Labor	Material and Supplies		Federal FTE	Related Exp	Other Mgt	Labor	Material and Supplies
Corporate Training											
OLC Training	300	60	109	-	-	469	64.0%	12.8%	23.2%	0.0%	0.0%
	288	48	-	116	-	452	63.7%	10.6%	0.0%	25.7%	0.0%

Pricing Segment	Unit Cost (whole dollars)							Incre-mental Costs			Pricing Policy
	Units	Federal FTE	Related Exp	Other Mgt	Labor	Material and Supplies	Subtotal		Fixed	Variable	
Corporate Training											
OLC Training	0	n/a							469	0	Tax
	122	2,360.66	393.44	-	950.82	-	3,704.92	200/da	336	116	Usage

Overhead expenses for this business are subsidized by HC. Direct charges are only 26% of all costs. The cost for each program participant, \$230/class/day, includes no overhead. The overhead in this business is fixed, the direct costs are variable.

Online Learning Center: Fixed costs for this business are based on an **infrastructure** component which finances an administration function allowing the user to have access to transcript information consisting of a list of courses accessed, courses completed and credit hours earned, test scores and course evaluations. This component will increase to \$1.3 million in FY 2009, in order to implement the functionality developed under the e-government initiative *Go Learn*.

Access to general courses can be obtained through a subscription with the service provider. Previously, the costs are primarily for the SkillSoft and NetG online courses and were available on an annual basis at a cost of approximately \$50 per user for each vendor. In Fiscal Year (FY) 2008, the vendors merged and an enterprise wide license was purchased and offered DOE wide at no cost to the organizations.

Employees can access required courses and optional courses as many times as needed during the year. Customers enjoy the convenience of completing Department requirements and working on developmental learning activities when time is available in the office or even at home or on travel as long as an internet connection is available. Finally, on a periodic basis, documented training progress on the *OLC*² is transferred to employees' permanent training records in the Departmental Corporate Human Resource Information System.

Baselines: Baselines for the OLC business are difficult to produce. Utilization of SkillSoft and NetG courses has been highly variable over the past few years and subscription costs have differed in some instances. Cost trends are not available due to various methods of recording costs to program accounts and different funding sources. The source data for this analysis are DOE actual accounting reports and other published sources¹.

¹ The source accounting data is from FY 2006 final STARS data, indirect costs are from the *FY 2006 Indirect Cost Analysis* prepared for the DOE IG, units of production commonly derived from the performance reports included in the *Fiscal Year 2006 Annual Report* of the WCF.

BALANCED SCORE CARD ELEMENTS

The Corporate Training Services (CTS) Business Line combines both Training Delivery and Services (TDS) and the DOE Online Learning Center² (OLC²) courses that support the Department's missions and programs. The benefits to the DOE include: DOE specific courses, complete content library, competitive pricing, and fee-for-service pricing, 24 hours, 7 days a week access to learning from anywhere the internet can be accessed. The business line continues the goals of the Professional Skills and Technical Training and the OLC² Program focusing on customer requirements; and developing and making available course offerings that serve the evolving needs of the Department's program missions.

Customer Objective: Satisfy customer training needs.

The business seeks to work with programs to design and deliver professional skills courses that satisfy their training and development requirements. Our customers are the Department's mission programs and staff offices. The performance of these offices relies on well trained professional federal staff. It is in their self interest to train and develop staff assets and the business goal to design and provide coursework that satisfies the individual training needs of their employees.

Performance Goal	Performance Indicator
Employee satisfaction	95% satisfaction
Course utilization	Professional skills courses
	On-line Learning

Baseline: Professional skills' training has baseline performance for the past two years. OLC² will not have baseline information until after FY 2009.

	FY 2004	FY 2005	FY 2006	FY 2007
Number of participants	617	393	1638	1820
Number of course completed	50	29	122	91

Financial Objective: Control costs to pass through savings to customers.

The business provides cost effective and highly valued training opportunities to DOE programs. Professional skills training courses are billed to customers based on a fixed price/class day. The cost of delivering a course is fixed by contract, but if class attendance exceeds the break even point, around fourteen participants, then the class earns enough to invest in recurring and new class development. These profits allow the business to finance course upgrades that keep course content up to-date and design new courses. For example, in the table above, although there were fewer courses offered in FY 2007 than in FY 2006, attendance was higher. This reflects better alignment between

course offerings and program needs and creates “profits”, which finance more course development.

The OLC² has enormous potential to provide “on demand” cost effective training. In addition to the content provided by on-line vendors, the system can be leveraged to present DOE developed content to the entire complex, for example, mandated ethics training. The key to capturing the value of this training is adoption by the Department and usage statistics from DOE employees.

Internal Processes Objective: Review training processes to ensure that they are effective and efficient.

Successfully manage the integration of the Department’s OLC² Enterprise Subscription to cover course content costs, maintenance and operations and with Professional Skills and Technical Training Program recurring training deliveries service fees into the viable WCF line of business. Effectively apply Government contractor training policies and regulations through the WCF business line for Departmental contractor training needs to maximize funding.

Provide cross-cutting, versatile training resources and applicable technologies through a web-based and classroom blended learning. This approach is in support of DOE corporate training and development and efficiently streamlines cost.

Develop and deliver customized, needs based training content using the Learning Content Management System and the Competency Capability tool within the OLC² to meet Department-wide employee and management needs that efficiently streamline cost.

Strategy: Provide DOE employees access to web-based and classroom training records using the Department’s Corporate Human Resources Information System (CHRIS). Integrate the Department’s OLC² access process into the existing CHRIS system of record while employees utilize a single sign-on technology process to streamline User entrée and make 100% of employee’s web-based training records accessible through the desk top via Employee Self Service (ESS).

Learning and Growth Objective: Ensure staff competencies in the latest learning sources and technologies.

Staff members responsible for the Corporate Training Services Business interact with representatives from across the Department, as well as, other Federal agencies. It is important the staff keep abreast of the latest training and technology trends. There are a variety of tools and methods in place that the staff can use to ensure that learning and growth occur continuously. One method is participation on various Federal government-wide training and development committees and working groups that focus on the sharing

of new ideas and experiences in the application of new training and learning technologies. Staff is encouraged to attend various workshops, conferences, training and learning opportunities, and networking with other public and private organizations, as well as, the latest marketing and communications training tips and strategies as viable resources to better increase awareness and usage of DOE training programs.

Performance Goal	Performance Indicator
Employee Individual Development Plans	100% participation